

**City of Fremont  
City Council Retreat  
Held February 25, 2022**

**March 2022**

**Management  
Partners**





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## Retreat Report

The City of Fremont held a City Council retreat on Friday, February 25, 2022, from 9:30 a.m. to 3:00 p.m. at the Downtown Event Center. The retreat provided an opportunity for Councilmembers to review and discuss Council norms, clarify roles, reach consensus on priorities for the coming year, and strengthen teamwork. This report contains a summary of the results of the retreat.

Jan Perkins (Vice President) and Michelle New (Principal Management Analyst) with Management Partners facilitated the workshop.

The Council established the following foundational principle: ***Ensure the financial health and sustainability of the City of Fremont.***

The ***top three priorities*** for the coming year as determined by Council through dot voting are listed below.

- Continue to innovate and find solutions to address homelessness in Fremont
- Enhance public safety
- Increase the vitality of commercial corridors



### ***Workshop Overview***

#### **Objectives**

- Create consensus on roles and norms,
- Establish Council priorities for FY 2022-23, and
- Strengthen teamwork.

## Agenda

- Welcome by the Mayor
- Public comments
- Comments from the City Manager
- Icebreaker exercise
- Discuss roles, norms, and protocols
- Lunch
- Set the context for priority setting
- Discuss and reach consensus on priorities
- Staying on course with the priorities
- Wrap up and next steps

## Participants

### Mayor and Council

**Mayor  
Lily Mei**



**Vice Mayor,  
District 5  
Raj Salwan**



**Council Member  
District 1  
Teresa Keng**



**Council Member  
District 2  
Rick Jones**



**Council Member  
District 3  
Jenny Kassan**



**Council Member  
District 4  
Yang Shao**



**Council Member  
District 6  
Teresa Cox**



### **Executive Staff**

- City Manager Karena Shackelford
- Assistant City Manager Christina Briggs
- Assistant City Manager Brian Stott
- City Attorney Rafael Alvarado
- Interim City Attorney Debra Margolis

### ***Afternoon session only***

- Director of Communications and Legislative Affairs Geneva Bosques
- Human Resources Director Allen DeMers
- Fire Chief Curtis Jacobson
- Public Works Director Hans Larsen
- Management Analyst Candice Rankin Mumby
- Finance Director Dave Persselin
- Community Development Director Dan Schoenholz
- Human Services Director Suzanne Shenfil
- Information Technology Director Sandy Taylor
- Police Chief Sean Washington
- Community Services Director Suzanne Wolf

### **Workshop Ground Rules**

At the start of the workshop, Jan suggested several ground rules to help the group have a successful workshop.

- Listen to understand each other's points of view
- Seek consensus
- Assume good intent
- Speak up if we need course correction
- Stay focused

### **Workshop Preparation**

In preparation for the workshop, Jan Perkins conducted individual interviews with each Councilmember and discussed workshop objectives with the City Manager and executive team. Management Partners and staff collaborated in preparing an agenda, slide deck and other materials to guide discussions during the day.

## ***Welcome and Opening Comments***

The workshop began with a welcome from Mayor Lily Mei.



City Manager Karena Shackelford then offered some opening comments about why the retreat was important. She explained that clear direction from the Council on priorities is needed because of the City's limited resources. Karena noted that resources are constrained more than ever right now, so City leaders need to be mindful of capacity. She emphasized that a good working relationship between Council and staff is critical to the City's success at achieving good results.



Following these comments, Jan Perkins reviewed the retreat objectives, agenda, ground rules, and the purpose of the bike rack, which is a time management tool. Jan explained that items that were brought up but would not receive immediate attention would be added to the bike rack.



***Bike Rack Items.*** The following items were added to the bike rack during the workshop:

- City Attorney will provide refresher training to the Council on parliamentary procedures.
- Councilmembers who become aware of events that other members of Council may be interested in should let the City Manager’s Office know for distribution to the entire Council.
- Revise the language pertaining to the section on the agenda for Council comments to delete “events”. (City Attorney will report back.)

## ***Icebreaker***

The facilitators began the retreat with a short icebreaker exercise pertaining to each person’s first paid job.

## ***Roles, Protocols and Norms***

### **Exceptional City Councils**

Following the icebreaker exercise, the Council and executive staff reviewed roles of City leaders, discussed several protocol issues, and confirmed Council’s adopted norms and protocols.

Jan presented a refresher on best governance practices to set a framework for discussing Fremont’s governance norms. Jan noted that the Institute for Local Government (ILG) says that effective Councils share a unity of purpose; understand roles and responsibilities; foster a positive governance culture; and establish norms, protocols, and procedures. The group then reflected on the ILG article, “*Attributes of Exceptional Councils*” and the six attributes of such councils.

#### **Exceptional City Councils....**

1. Have a **sense of team** – a partnership with the city manager to govern and manage the city
2. Clear **roles and responsibilities** that are understood and adhered
3. Honor the **relationship** with staff and each other
4. Routinely conduct **effective meetings**
5. Hold themselves and the city **accountable**
6. Have members who practice **continuous improvement**

Councilmembers noted that what resonated most from the six points were:

- Having a sense of team is most critical (cited by multiple Councilmembers)
- Being on the same page
- Getting things done

- There is no “I” in team; we provide better service delivery with teamwork
- Reputation is enhanced by good teamwork and governance; both are needed to retain and recruit (both staff and business)
- Good governance and teamwork are needed for us to fulfill promises to voters and represent residents
- Public perception is affected by our behaviors in Council meetings
- Attraction of staff to our organization is influenced by the Council
- We need to be mindful of how we support staff and respect their presentations to Council
- We need to move forward as a united body once a decision is made
- Transparency and open communication are important
- We need to show respect and make sure everybody is heard
- Campaigning versus conducting the business of Council (which is a current norm) is important; we need to move forward after campaigns and work as team
- Trust is enhanced by good teamwork
- Teamwork and collaboration resonate most

## Roles and Teamwork

The group reviewed the roles of the Mayor, City Council, City Manager, and City Attorney. Jan presented slides that highlighted the roles and responsibilities of each leadership position.

- *Added to the list of Mayor’s roles.* Councilmembers commented that the Mayor’s responsibilities include approving proclamations and providing clarity on how Council meetings are run. In addition, Council needs to recognize the authority of the Mayor as the chairperson.
- *Add to the list of roles regarding Councilmembers.* Councilmembers can share making motions so that everyone on Council has an opportunity to offer a motion. Councilmembers need to communicate with each other within the limits of the Brown Act. Maintaining closed-session confidentiality is also important and should be added to the list.
- *Added to the list of City Attorney roles.* The City Attorney serves as parliamentarian.

After the refresher on roles and responsibilities, other comments included the importance of teamwork and working together, assuming good intent, not apologizing on behalf of staff, and not criticizing each other, especially in public situations.

## Five Council Protocol Issues

Following the discussion of roles and responsibilities, Jan presented five protocol issues that were raised during interviews with Councilmembers. A summary of each issue and associated comments is provided in Table 1 below.

Table 1. Protocol Issues for Discussion

Protocol Issue	Summary of Comments
<p><b>1. Asking questions of staff in advance of Council meetings even if the questions will be asked at the meeting</b></p>	<ul style="list-style-type: none"> <li>▪ Councilmembers should read the material and ask their questions in advance of the meetings. This helps the meetings to be efficient and allows staff to be prepared to answer, even if some questions will be asked in the meeting for the public’s benefit.</li> <li>▪ If Councilmembers have particular issues they think are not being addressed in staff reports on a regular basis, they should discuss that with the City Manager.</li> </ul>
<p><b>2. Understanding that each district affects the entire community and that governing is a citywide responsibility</b></p>	<ul style="list-style-type: none"> <li>▪ This was acknowledged as fundamental.</li> <li>▪ It was noted that it may be helpful at times for Councilmembers to let each other know if they will be attending an event in another Councilmember’s district.</li> </ul>
<p><b>3. Sharing information about committees that Councilmembers are serving on and purpose of Council comment section at end of meeting</b></p>	<ul style="list-style-type: none"> <li>▪ Under Council comments, we should allow for two- to three-minute reports, and it is ok to pass if there isn’t an update.</li> <li>▪ The purpose of sharing this information is to report on committee business conducted on behalf of the city, not on other items.</li> <li>▪ Council agreed to refrain from reporting on events attended and to modify the language regarding this section on the agenda to remove “events.”</li> <li>▪ Councilmembers can share information about events with the City Manager and she will report on them, as needed, in her section of the Council meetings.</li> <li>▪ The City Attorney will report back on changing the language in this section of the handbook to delete the word “events.”</li> </ul>
<p><b>4. Ways to help our meetings be most efficient, the role of Mayor in recognizing Councilmembers to speak, and that it is not necessary for Councilmembers to speak on every issue</b></p>	<ul style="list-style-type: none"> <li>▪ The Council should first address questions they have on agenda items; then go to their comments on the agenda item, and not mix them (questions and comments).</li> <li>▪ All agreed to begin using the virtual hand on Zoom so the Mayor can more easily see who wishes to be recognized, <ul style="list-style-type: none"> <li>• Have a backup plan if technology fails (i.e., Councilmembers can text the City Manager to let her know that s/he has a computer problem).</li> <li>• City Clerk could test the “raised hands” at the start of or before the Council meeting.</li> </ul> </li> <li>▪ No one should speak out unless recognized by the Mayor as the meeting chair.</li> <li>▪ Standards of conduct apply to all members of Council.</li> <li>▪ If any member of Council has a concern about a colleague, contact that person outside the Council meeting to discuss the concern; do not raise it in the Council meeting; work on Council unity.</li> <li>▪ Consistent Zoom backgrounds are suggested; City Attorney is preparing protocols.</li> </ul>
<p><b>5. Clarifying the procedure regarding proclamations</b></p>	<ul style="list-style-type: none"> <li>▪ The process as it now stands was determined by a majority of the Council to be one that should continue, although with some possible minor clarifications of the policy and practice.</li> <li>▪ An example of clarification is creating a calendar of annual recognitions and proclamations.</li> <li>▪ Other comments included:</li> </ul>

	<ul style="list-style-type: none"> <li>• Some Councilmembers would like to understand the notification process.</li> <li>• Need clarification about the tracking process.</li> <li>• Interest in streamlining to avoid multiple proclamations for the same holiday or event.</li> <li>• Look at practices of other cities for examples.</li> <li>• Staff time can be significant.</li> </ul>
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### Norms and Protocols

Norms are the overarching guiding principles for the Council’s work together. Protocols pertain to procedures concerning specific issues. The Council’s Norms and Protocols are listed in Attachment A. No changes were made.

### Setting the Context for Discussion of Priorities

Following a lunch break (during which the department heads joined the retreat) the group reconvened to begin the priority setting portion of the day. At the start of this segment, the City Manager reviewed key accomplishments over the past year and challenges to be addressed.

### Key Accomplishments and Challenges

As the City Manager provided an overview of the accomplishments, she noted that the hybrid telework model that will launch on March 7 is another important one. The accomplishments and challenges slides are shown below.

Examples of Important Accomplishments




- Focus on **financial sustainability**
- **Lila Bringham Park** opened
- **Downtown Event Center** opened
- Continued **COVID response**
- **Housing Navigation Center, Mobile Evaluation Team Affordable housing** projects, increased in-lieu fees
- Focus on **public safety**
- **Vision Zero**
- Aid to Afghan **refugees**



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### Financial Outlook and Employee Considerations

Finance Director Dave Persselin reviewed the City’s financial outlook. He noted that the overall short-term outlook looks positive, while the long-term outlook looks challenging. The City has significant capital improvement needs, as shown in Attachment B.

Human Resources Director Allen DeMers provided information about staffing levels and employee vacancy rates (see Attachment B). He explained that it is challenging to recruit and retain. He noted that while vacancy rates in the Police Department and throughout the City are higher than usual, they are average among peer cities.



## Back to Basics

The City Manager said her priorities are to refocus City efforts on core services and get back to the basics. The slides she presented are shown below.



Refocusing on Core Services is the City Manager's Priority

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Some Core Services Are **Invisible**...Until they are **Missing**

Examples.....

- Building inspections
- Police records management
- Roof repairs
- Computer upgrades
- Processing Payroll and Routine HR Functions
- Fleet Maintenance
- Park Maintenance

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## ***Progress on 2020 Priorities***

The City Manager provided information about progress on the top four Council priorities that were set in January 2021, which were **financial health, homelessness, response to Covid, and neighborhood improvement (with a focus on the commercial cores)**.

One of the items, homelessness, was discussed further, with the City Manager requesting Council consensus on an augmented direction. A recap of the discussion follows.

***Homelessness.*** The City Manager engaged the Council in a discussion about the City's current direction and response to homelessness. She noted that over the last few years the City taken a relatively hands-off approach as pertains to enforcement, but that the community is now asking for more enforcement (both in residential and commercial areas). She said that services to the homeless will continue to be delivered but that she is seeking direction regarding enforcement. Councilmembers concurred that they support enforcement, in addition to providing services.

The City Manager posed the following question to Council:

***How do we focus our resources to address the complaints from residents and businesses while maintaining our compassionate stance?***

- ***Enforcement: What? How much?***
- ***Tracking impacts and costs: It may be more than we think.***

Councilmember comments included.

- Various legal questions will need to be addressed as the City moves more into enforcement.
- We will need public education about what legal options are available to the City (use website, town halls, new messaging).
- We need to understand the impacts of homelessness, long-term problems, and root causes.
- Alameda County Home Together Plan is part of the solution.

The City Manager said that utilizing the tools available, staff will come back to Council with specific strategies for consideration.

## Discussion of Priorities for the Coming Year

The Council discussed 10 categories of priorities that were compiled from interviews with them in preparation for the retreat. Participants referenced a priorities worksheet, which can be found in Attachment C. The priority areas are shown below.

- A. Budget, financial health, increase the tax base
- B. Continue to address homelessness
- C. Continue City response to COVID-19
- D. Vitality of commercial corridors
- E. Public safety
- F. Traffic
- G. Affordable housing
- H. Prepare for wildfires
- I. Environmental sustainability
- J. General Plan Update

## Top Council Priorities

**Foundational Principle: Ensure the financial health and sustainability of the City of Fremont.**

After discussing each of the priority areas, Councilmembers agreed to establish as a **foundational principle** the first item on the list pertaining to budget, financial health, and increasing the tax base. All Councilmembers agreed they should not be voting on that (as opposed to other items) because without financial health, they cannot do the other things.

### Three Priorities

Then the Council voted on their top priorities. Each member of Council was given three dot stickers. The result of the voting was that three of the ten priorities received five or more votes. The top three priorities of the Council, as determined by dot voting, are shown in Table 2 below.

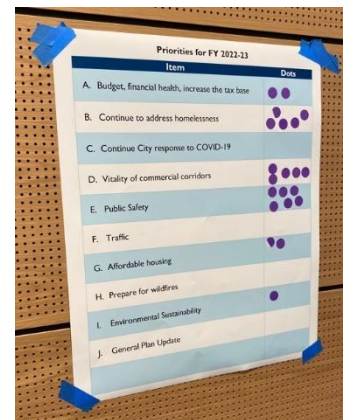


Table 2. Top Council Priorities for FY 2022-23

Top Priorities
Continue to innovate and find solutions to address homelessness in Fremont
Enhance public safety
Increase the vitality of commercial corridors



Clarification about the **public safety** priority was requested by the City Manager. Councilmember comments included the following.

- Includes activities that lead to crime prevention
- Should incorporate mental health strategies
- Partnerships (Police Department, Fire Department, other agencies and departments)
- Providing public safety staff with the tools they need for responsiveness, efficiency
- Filling positions
- Police visibility in City, particularly related to businesses
- Hold town halls to help educate the community on homelessness



### ***Staying on Course with Priorities***

After the priorities were established, there was a discussion about what would help the Council/staff team stay on track, given the limited staff and financial resources. The Council Referral Process was briefly reviewed and it was noted that there have not been a significant number of referrals. Councilmembers will discuss their possible referrals with the City Manager in advance to hear about feasibility, impact and other options.

## ***Wrap Up***

### **Reflections from Council and Staff**

To conclude the workshop, Councilmembers and the executive staff offered closing comments and key takeaways from the day's discussions. A summary of these reflections is provided below.

- It was a pleasure coming back in person this year. Today was valuable.
- This reminded me that we are a team. There are so many unsung heroes responsible for the success of the City. I appreciate the retreat. Referrals should be used to get things done rather than for political issues. Think about *we* and *us* not *you* and *me*.
- I appreciate the informal public meeting and the opportunity to meet with staff and get all the work done.
- This was a great educational opportunity and a great way to get to know everybody. Thank you to Debra (on your last day today).
- This provided some much-needed face time. It is important to communicate. Thank you to staff.
- Thank you to Candice and Christina. I applaud Council for their hard work and ability to have candid conversations. Thanks to staff for work evidenced on priorities sheet and getting to where we are today.
- It was great to get clarity from Council on priorities. Thank you.
- This was uplifting. There is so much brain power, creativity, and care in this group.
- It was nice to see everybody. We can get back to collaborating and being in the same place.
- This was my first retreat. There is great talent in the room. How we support each other during tragedy is telling. Thank you for the support. Keep the work coming, we still have business to do.
- This was a great opportunity to come together, reflect on accomplishments, and set our focus priorities. We can rally our resources to make a difference, collaborate, and problem solve together to make Fremont an attractive place. The is process is a hallmark of an employer of choice.
- This was a useful process. I will convey the results to my staff.
- There have been challenges in my department. The support from Council and staff have been fabulous.
- Thank you for all your help and for the opportunity to join today.
- Thank you for your work today. Thank you to Debra. It has been a hard week and last couple of years. I appreciate the care and thoughtfulness of this group.
- It has been an interesting two years. This was a great opportunity to roll out new technology. I appreciate the experience today.
- It was fun to be here today. I miss the water cooler conversations. I look forward to communicating this to the team.
- Baptism by firehose. Thankful for partnerships and to staff.
- There have been a lot of challenges and changes over the last couple years. It is better to talk directly.

- I agree with so much that has been said already. I am consistently amazed by staff. More important than ever to live in a place where government is competent.
- This was a day of renewing and moving Fremont forward, making sure the City continues to thrive. Everyone has stepped up to the plate to lead by example. Good job.
- Thank you, Candice. I am proud of Council and their conversations today.
- Thank you, everybody.

### **Next Steps**

Jan noted that Management Partners would prepare this summary report and that that staff would proceed to put the plan into action through the budget process and other work.

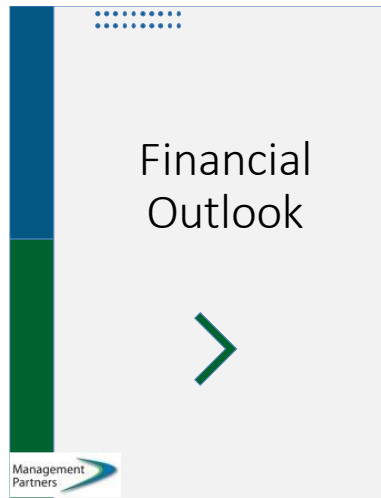
## Attachment A – Norms and Protocols

### CITY COUNCIL NORMS AND PROTOCOLS FOR DISCUSSION AT COUNCIL RETREAT – FEBRUARY 25, 2022

This contains the Council’s adopted norms and protocols as shown in the Council Handbook.

<b>Adopted Norms and Protocols</b>
<b>Norms</b>
1. Maintain a citywide perspective while being mindful of districts.
2. Be mindful of how Councilmember conduct can promote or hamper teamwork of governing.
3. Councilmembers will acknowledge that Council actions/decisions represent City policy once a decision is made.
4. Councilmembers will listen to one another, communicate respectfully with each other and seek to understand one another.
5. Find consensus with Councilmembers when possible; find areas of agreement within areas of disagreement.
6. Respect other Councilmembers’ opinions. Accept that Councilmembers will not always agree. Disagree respectfully and professionally. Do not make things personal.
7. Never assume intent regarding other Councilmember actions. Do not ascribe motives.
8. Maintain confidentiality of confidential matters.
9. Respect the roles of the Mayor, Council and staff in creating policy and in implementing policy.
10. Respect the Council/Manager form of government.
11. Communicate concerns about staff to the city manager. Do not criticize staff in public. Do not apologize on behalf of staff or other members of Council.
<b>Protocols</b>
1. Craft clear City Council motions so that staff and Councilmembers all understand.
2. Seek to be efficient in comments at City Council meetings. It is unnecessary for Councilmembers to speak on every item or to repeat an opinion that has already been stated by another Councilmember.
3. Provide reports and other information to City Council colleagues and staff about committee assignments in written summary format and/or at City Council meetings under Councilmember communications, especially when something is time-sensitive.
4. Participate in the League of California Cities, National League of Cities, US Conference of Mayors, and other organizations That relate to City of Fremont work in order to enhance personal professional development as governing body members and to learn about new approaches and common issues being addressed by other local governments.
5. When foreign dignitaries request official City of Fremont events with members of the City Council in the Councilmembers’ official capacity, courtesy invitations should be extended to all members of the City Council. For those contacts and invitations extended to individual Councilmembers that are not official City of Fremont events, it will be at the discretion of the individual Councilmember to determine who, if anyone, to extend an invitation to. City property can be used for official business with foreign dignitaries, with alternate locations considered for unofficial business.
6. During City Council campaign seasons, the city attorney will remind Councilmembers of their obligations and limitations, including prohibitions on use of any City resources including, but not limited to, City equipment, City employees, City logo or other official City designations in campaign literature, signs, social media, or other communications.
7. Refrain from using technology to communicate with each other during City Council meetings.
8. Refrain from using the City’s logo or any photos with City staff in ways inconsistent with City laws and policies.

# Attachment B – Finance and Human Resources Slides



Financial  
Outlook


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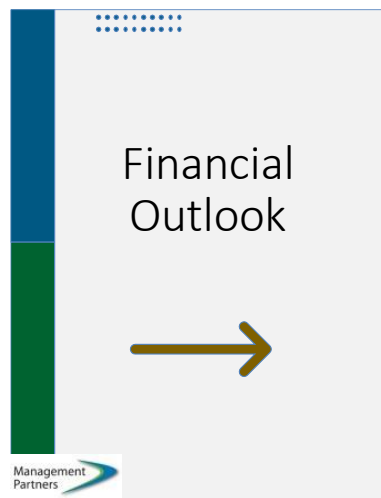
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**Short-Term Outlook is Positive**

- **Revenues are recovering**
  - Boosted by onetime sales tax adjustments
- Continued **high vacancy savings**
- **Reserves restored** using prior-year surplus
- Fiscal **recovery funds** available to balance next two years' budgets

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Financial  
Outlook


→


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**Long-Term Outlook is Challenging**

- **Increasing personnel costs**
  - Labor negotiations
  - Pension contributions
- **Public safety staffing levels**
- **Unfunded critical maintenance and capital replacement needs**
- **Ongoing maintenance and capital backlog**
- Extensive **future investments** for City facilities and technology

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Unfunded  
Needs


\$

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**Current Needs**

- **Critical maintenance/replacements: \$39 million**
  - City Hall roof
  - Fire safety upgrades
  - Central Park buildings and infrastructure
  - Police/Fire facility upgrades
  - Teen Center, Community Center
- **Maintenance/capital backlog: \$226 million**
  - Park restroom upgrades
  - Sidewalk repairs and ADA ramps
  - Pavement rehabilitation
  - ADA upgrades to buildings and parking Lots
  - Median island landscaping

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**Unfunded Needs**

\$

**Future Needs**

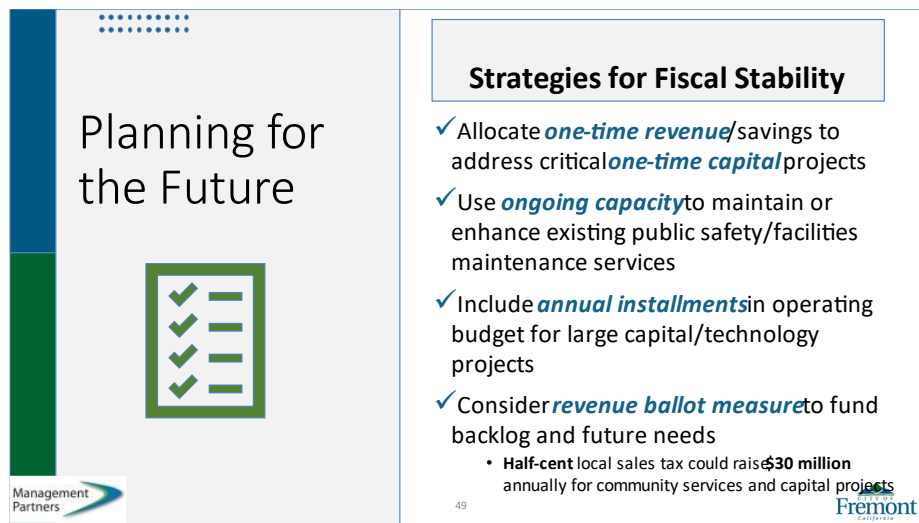
**Capital investments: \$692 million**

- Traffic signal modernization
- Safe routes to schools
- Trails
- Neighborhood business district improvements
- Parks master plan
- Climate action plan
- Electric vehicle charging infrastructure
- Technology system upgrades
- Main Library expansion/branch library replacements
- Police Administration Center expansion
- City Hall/Family Resource Center replacements


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**Planning for the Future**



**Strategies for Fiscal Stability**

- ✓ Allocate **one-time revenue**/savings to address critical **one-time capital** projects
- ✓ Use **ongoing capacity** to maintain or enhance existing public safety/facilities maintenance services
- ✓ Include **annual installments** in operating budget for large capital/technology projects
- ✓ Consider **revenue ballot measure** to fund backlog and future needs
  - Half-cent local sales tax could raise **\$30 million** annually for community services and capital projects


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**We Have Not Escaped The "Great Resignation"**



**Challenging to Recruit and Retain**

Vacancies Affect Our Ability to Deliver Services and Carry Out Projects

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## Comparator City Vacancy Rates

*All Cities Have Higher Than Historic Average Vacancies: Fierce Recruitment*

	Vacant Police Officer FTEs	Budgeted FTEs	Police Officer Vacancy Rate	Citywide Vacancy Rate
Milpitas	12	82	14.63%	9.30%
Santa Clara	11	138	7.97%	16.50%
Palo Alto	5	72	6.94%	13.00%
San Mateo	2	105	1.90%	8.33%
Hayward	29	182	15.93%	17.37%
<b>Fremont</b>	<b>21</b>	<b>187</b>	<b>11.23%</b>	<b>13.30%</b>
Pleasanton	4	75	5.33%	7.40%
Alameda	21	80	26.25%	13%
Concord	8	129	6.20%	8.81%



## Attachment C – Priorities Worksheet

### Priorities Worksheet for Discussion City Council Retreat – February 25, 2022

**Introduction:** This document contains information to assist the Council and staff in discussions to be held in the Council Retreat to be held February 25, 2022.

**Priority Setting Objective:** The objective of the discussions about priorities will be for the Council to establish three or four top priorities for focused attention during FY 2022-23. In the January 2021 retreat, the Council identified four priorities. In the January 2020 retreat, the Council established three. After the retreat, City staff will implement work plans to carry out the priorities.

**Factors to Consider:** By way of context for setting priorities, there are several basic factors to consider:

- Is it financially feasible and sustainable?
- Is there sufficient staff capacity to successfully implement and sustain it?
- How does it relate to the City’s core services and how does it impact those?

**Information in This Document:**

- **Table 1:** List of the four Council priorities established January 2021, along with information from City staff on the status of each priority.
- **Table 2:** Priority categories for discussion for FY 2022-23, based on Council interviews conducted November 2021. This contains information about work underway and planned for FY 2022-23, based on Council direction.
- **Table 3:** Other major plans and projects underway per prior Council direction

**Table 1. Top City Council Priorities Established January 2021 and Status of Each**

2021 Priorities	Status
<p><b>A. Budget, financial health, increase the tax base</b> <i>Restore funding for services that have been defunded in the past; keep essential services and functions operating</i></p>	<ul style="list-style-type: none"> <li>▪ Used ARPA fiscal recovery funds to restore services in FY 2021-22 reduced in FY 2020-21 due to pandemic-related revenue reductions.</li> <li>▪ Development Cost Center revenues have generally recovered to pre-COVID-19 levels.</li> <li>▪ Ended partial hiring freeze and escalated recruitment efforts to fill backlog of vacancies.</li> <li>▪ Developed a comprehensive Economic Recovery Strategy focused on small business support, workforce, and healthy City tax base.</li> </ul>



2021 Priorities	Status
	<ul style="list-style-type: none"> <li>▪ Facilitated significant new business development and several business expansions, resulting in new tax revenue.</li> <li>▪ The Communications Team shared information about the City’s budget through a variety of mechanisms including a Town Hall Meeting, a virtual budget presentation to media, and through the Fremont Connection.</li> </ul>
<p><b>B. Continue City response to COVID-19</b>  <i>Help businesses, property owners, residents; focus on economic recovery; help ensure equity in and access to testing, contact tracing and vaccinations</i></p>	<ul style="list-style-type: none"> <li>▪ Partnered with community health agencies to offer COVID-19 testing and vaccines at 3 park locations.</li> <li>▪ Assisted with PPE and training to congregate living facilities, COVID-19 testing, COVID-19 vaccination efforts, and Emergency Operations Center management.</li> <li>▪ Implemented policies and programs to reduce COVID-19 exposure for City staff.</li> <li>▪ Provided support for small businesses by staffing a small business hotline; providing grants through CARES Act funding; hosting numerous webinars; supporting programs such as Dine Out Fremont, Pop-up Patio, and Gift Fremont; and promoting federal and state funding opportunities.</li> <li>▪ Worked with businesses and property owners to understand quickly changing regulatory environment.</li> <li>▪ Continued the Park Business Operating Permit program to allow fitness businesses to operate outdoors at no cost.</li> <li>▪ Continued to refine process and user interface of online building permit process that was initiated on an emergency basis during the pandemic.</li> <li>▪ Issued several emergency Zoning Administrator permits to allow health care facilities and other businesses to quickly respond to urgent COVID-19 related needs.</li> <li>▪ Communications staff continued to share COVID-19 updates through the City’s wide variety of communication channels.</li> </ul>
<p><b>C. Continue to address homelessness</b>  <i>Make full use of Navigation Center when pandemic conditions allow; explore having a safe place for parking; address homeless prevention</i></p>	<ul style="list-style-type: none"> <li>▪ Developed a Safe Parking Host Site Ordinance to allow faith-based organizations and others to host unsheltered community members. Staff continue to recruit host sites.</li> <li>▪ Expanded solid waste collection and sanitation services to 8 encampment locations. Doubled the frequency of encampment abatement to address higher waste volumes.</li> <li>▪ Installed and managed hygiene stations at homeless encampment locations.</li> <li>▪ Power washing increased for public space clean-up due to homeless impacts.</li> </ul>

2021 Priorities	Status
	<ul style="list-style-type: none"><li>▪ Launched the Keep Fremont Housed Program to provide rental assistance and back pay of utilities to households impacted by COVID-19. So far, almost \$9 million has been allocated.</li><li>▪ Reduced usage of the HNC at 25 beds remains in place. Released 6 month and first year reports for HNC outcomes.</li><li>▪ Last winter, congregate shelter was offered using the Fremont Teen Center. The numbers served were limited due to COVID-19 protocols.</li><li>▪ Hired an additional Crisis Intervention Specialist working out of the Police Department in partnership with Human Services.</li><li>▪ Good Neighbor Guidelines were developed and shared with unhoused residents indicating expectations for maintaining a clean and safe environment for all in the community.</li><li>▪ Worked with businesses and commercial landlords to understand impacts of increased encampment activity and establish improved communication and feedback with city staff.</li><li>▪ In December 2021 the CABS (Christy, Albrae, Boscell, Stewart) Enhanced Clean-up effort launched to reduce the accumulation of debris and to increase the health and safety of the business communities and those living in vehicles.</li><li>▪ During 2021, the City’s Mobile Hygiene Unit, Clean Start, continued to provide services. Clean Start was also used as a distribution point for weather appropriate clothing and supplies, food, snack packs for the hungry, PPE and health information on COVID-19.</li><li>▪ Maintained operation of Islander Hotel as temporary residence for unhoused community members while the location awaits redevelopment.</li><li>▪ The Age Well Center at Lake Elizabeth has continued to hand out free bagged lunches to the unhoused and prepared meals for temporary residents of the Islander Motel.</li><li>▪ Communications staff drafted several articles, graphics and social media posts on topics related to homelessness including the City’s Safe Parking Strategies, Safe Parking Host Sites program, Keep Fremont Housed program, affordable housing programs and the Clean Start Mobile Hygiene Unit services.</li></ul>

2021 Priorities	Status
<p><b>D. Neighborhood improvement – vitality of commercial corridors</b> <i>Beautification of commercial corridors and commercial districts; focus on a few key areas</i></p>	<ul style="list-style-type: none"> <li>▪ 2021 ended with a resumption of investment after nearly 18 months of market contraction. New business additions have resumed in the City’s Neighborhood Business Districts.</li> <li>▪ Strong momentum in Downtown - Grand Opening of Downtown Plaza and Event Center, and the addition of the first five commercial tenants at Capitol Square mixed-use project.</li> <li>▪ A demonstration complete streets road diet project with parklets for outdoor dining was implemented in Centerville and community surveys were recently completed to assess support.</li> <li>▪ Maintenance contracts were established for plazas in Warm Springs and Innovation Way.</li> <li>▪ Grand opening of Lila Bringham Community Park.</li> <li>▪ Funding was secured, and a consultant team was selected, to begin environmental clearance work on upgrades to State Route 262.</li> </ul>

**Table 2. Priority Categories for Discussion for FY 2022-23, Associated Work Underway and Plans for FY 2022-23**

Priority Category and Councilmember Comments	Highlights of Work Underway and Planned for FY 2022-23
<p><b>A. Budget, financial health, increase the tax base</b> <i>Continue to build financial sustainability</i> <i>Address PERS costs increases</i></p>	<ul style="list-style-type: none"> <li>▪ Projecting continued, but diminishing, use of fiscal recovery funds in FY 2022/23 and FY 2023/24 as revenues recover to maintain pre-COVID-19 service levels.</li> <li>▪ Negotiate successor MOU’s expiring 7/1/2022 within Council’s budget parameters.</li> <li>▪ Support new industrial and commercial development and investment in growth areas.</li> <li>▪ Continue to promote reinvestment in community of existing Fremont companies and support new business additions to Fremont’s economy.</li> <li>▪ Increase Transient Occupancy Tax collection by supporting hotel development/renovation and the resumption of business travel through new business activity.</li> <li>▪ Implement credit card convenience fees authorized by City Council for permit center transactions.</li> </ul>

Priority Category and Councilmember Comments	Highlights of Work Underway and Planned for FY 2022-23
<p><b>B. Continue City response to COVID-19</b>  <i>Concerns about impacts on small businesses, community</i>  <i>Keep up with County orders</i>  <i>Local control over eviction process</i></p>	<ul style="list-style-type: none"> <li>▪ Increase fire permit inspection fees, which have not been adjusted in many years and no longer fully cover program costs.</li> <li>▪ Continue to work with community health agencies to offer COVID-19 testing/vaccination as needed.</li> <li>▪ Continue compliance with evolving Local, State, and Federal workplace mandates.</li> <li>▪ Assess and implement additional in-person and telework strategies for eligible City staff to maintain a safe, healthy workforce while also maintaining Fremont’s position in the labor market.</li> <li>▪ Continue to support businesses through (co)-hosting of technical webinars and workshops, providing accessible, high-touch assistance for businesses on issues including permit facilitation &amp; promotion.</li> <li>▪ Continue to support small businesses and property owners through the full re-opening of the economy.</li> <li>▪ Build upon the digital communications program and strategies established during pandemic to improve relationships with the small business community and share important City updates.</li> <li>▪ Continue to modify online permitting to improve customer experience.</li> </ul>
<p><b>C. Continue to address homelessness</b>  <i>Practical locations for safe parking</i>  <i>Expand use of Navigation Center beyond 50%</i>  <i>Mitigate negative impacts on neighborhoods; enforcement</i></p>	<ul style="list-style-type: none"> <li>▪ Launching four safe parking host sites. The host sites are on faith-based properties and will operate on a monthly rotational basis. It is anticipated additional sites will be recruited.</li> <li>▪ Staff are exploring the creation of a Safe Parking Site to serve RVs on a 24-hour basis.</li> <li>▪ Continue to pilot expanded enforcement combined with implementation of weekly abatement in the Christy, Albrae, Boscell, Stewart area to reduce conflicts between homeless individuals, RV residents, and area businesses.</li> <li>▪ Received City Council approval to apply for state Project Homekey funding for a hotel conversion project and identify funding for the local match requirement.</li> <li>▪ Continue work on several affordable housing projects in pipeline that will include units for the homeless or those at risk of homelessness.</li> <li>▪ The Keep Fremont Housed Program will continue until allocated funds are fully expended.</li> <li>▪ Due to continuing COVID-19 concerns and facility/financial constraints, the Winter Shelter has shifted to the placement of homeless persons in hotels, during cold/wet</li> </ul>

Priority Category and Councilmember Comments	Highlights of Work Underway and Planned for FY 2022-23
	<p>winter months. Meals/food service also being provided in partnership with local Fremont restaurants.</p> <ul style="list-style-type: none"> <li>▪ Develop a plan to relocate homeless residents in parks to alternate housing options.</li> <li>▪ Assess feasibility of expanding days/hours of coverage for the MET Unit with additional resources.</li> </ul>
<p><b>D. Vitality of commercial corridors</b>  <i>Efforts to support neighborhood commercial vibrancy and health</i>  <i>Continued support of downtown vibrancy</i>  <i>Support of small businesses; shop local campaign</i></p>	<ul style="list-style-type: none"> <li>▪ Providing technical assistance to small businesses in Fremont’s Neighborhood Business Districts (NBDs), including site selection, local demographic data, permit coordination, public and nonprofit funding opportunities, workforce programs, business learning and development resources, and connecting business owners with local, state, and federal programs.</li> <li>▪ Identifying opportunities for placemaking and activation projects in NBDs and Downtown, such as:             <ul style="list-style-type: none"> <li>• Supporting the Mission San Jose 225th anniversary and associated events/serving on steering committee,</li> <li>• Supporting Centerville Theater adaptive reuse and activation, and</li> <li>• Attraction of artisan/makers such as Forest and Flour Bakery in MSJ and Niles Pie Company.</li> </ul> </li> <li>▪ Partnering with a nonprofit that specializes in community engagement and placemaking on an activation project in Mission San Jose.</li> <li>▪ Launching a Small Business Hub on Fremont’s Economic Development website to compliment small business resources on the updated Fremont.gov website.</li> <li>▪ Resumption of in-person neighborhood business district walks to provide boots on the ground and hear from harder to reach small business owners, if pandemic conditions improve.</li> <li>▪ Assuming Small Business Ally role in Economic Development to serve as a single point of contact for small businesses, with the primary functions of guiding local entrepreneurs through business formation and multidisciplinary coordination through the permitting process, including with regional utilities and agencies.</li> <li>▪ Exploring the creation of a Business Improvement District (BID) for Downtown Fremont.</li> </ul>

Priority Category and Councilmember Comments	Highlights of Work Underway and Planned for FY 2022-23
	<ul style="list-style-type: none"> <li>▪ Continuing to attract investment in Downtown Fremont through new development and the leasing of ground floor commercial space with new shop tenants to create a vibrant, central gathering place for the entire Fremont community.</li> <li>▪ Various transportation projects are underway that improve access and traffic safety for commercial corridors: Irvington BART Station; Irvington/Fremont Blvd Pedestrian Crosswalk Beacons; Niles Blvd at J Street Stop Sign; Centerville Complete Streets; and Mission Blvd/Pine Street/Ohlone College Gateway Roundabout.</li> <li>▪ Implementation of a permanent Pop-Up Patio (PUP) program.</li> <li>▪ Review of a preliminary mixed-use development proposal from owners of The Hub to ensure conformance with City Center Community Plan.</li> <li>▪ Scheduled opening of Dusterberry Park in Centerville.</li> </ul>
<p><b>E. Public safety</b>  <i>Address police staffing</i>  <i>Concerns about crime</i></p>	<ul style="list-style-type: none"> <li>▪ The Police Department has several initiatives to address Police staffing and ensure we are able to reduce the current sworn vacancy rate. They include the internal hiring incentive program, retention strategies, and participation in the 30x30 initiative, which aims to have more women in law enforcement.</li> <li>▪ Working with the Hoffman Agency on strategically publicizing recruitment efforts. Including innovative digital marketing and social media posts.</li> <li>▪ Continue the Gun Violence Reduction Team (GVRT).</li> <li>▪ Utilize technology to reduce crime, including the Real Time Information Center (RTIC).</li> <li>▪ Continue to develop relationships with the community through encouragement of community assistance and reviving the Patrol Problem Solving Initiatives.</li> <li>▪ Continue to collaborate with regional law enforcement partners to prevent and respond to crime.</li> <li>▪ The Fire department continues to work with the Alameda County Fire Chiefs and County EMS to address emergency medical transportation issues.</li> </ul>
<p><b>F. Traffic</b>  <i>Plan for traffic increases with more jobs</i>  <i>Vision Zero and concern about increase in fatalities</i></p>	<ul style="list-style-type: none"> <li>▪ Implement traffic data management initiatives with the goal of decreasing Fire and EMS response times.</li> <li>▪ Implement traffic signal modernization projects.</li> <li>▪ Implement traffic congestion management actions as defined in the Fremont Mobility Action Plan.</li> <li>▪ Participate in implementation of Plan Bay Area 2050 which includes focuses on the regional jobs/housing land use balance and optimized telework.</li> </ul>

Priority Category and Councilmember Comments	Highlights of Work Underway and Planned for FY 2022-23
	<ul style="list-style-type: none"> <li>▪ Participate in regional projects including the State Route 262 upgrade, expanded ACE Train service, BART to Silicon Valley Phase 2, AC Transit Rapid Bus in Fremont Blvd and Decoto Road corridors and the regional Express Bus system.</li> <li>▪ Work on freeway interchange modernization including 680/Mission and 880/Decoto.</li> <li>▪ Continue to develop and improve regional trails and bikeways and encouraging travel alternatives (more walking, bicycling, and transit use).</li> <li>▪ In April 2021, the City Council approved the Fremont Vision Zero Action Plan which renewed Fremont’s policy commitment to traffic safety.</li> <li>▪ City staff are collaborating on new traffic safety measures that include distributing materials to homeless persons and enhancing education and enforcement related to speeding and impaired driving.</li> <li>▪ Fremont will continue to seek State legislation to enable the use of automated speed enforcement tools which is identified as the City’s #1 priority in the 2021 Fremont Vision Zero Action Plan. Note that if Fremont finishes 2021 with nine traffic fatalities, its fatality rate will still be significantly lower than rates for the region, state, and nation.</li> </ul>
<p><b>G. Affordable housing</b>  <i>Continue to support development of affordable housing units</i></p>	<ul style="list-style-type: none"> <li>▪ Work with affordable housing developers to advance six new affordable projects totaling over 700 units that have received City funding commitments. The projects locations include: three on Osgood Road near Irvington, one on Thornton Avenue in Centerville, the Islander Motel conversion on Mowry, and one on Fremont Blvd. in North Fremont.</li> <li>▪ Continue to move forward with preparations for Homekey project to convert the Motel 6 on Research Ave. into 152-156 permanent supportive housing units for the chronically homeless. The application for up to \$40.2 million was submitted to the State on January 27, 2022. A decision from the State on funding expected by mid-March.</li> <li>▪ Staff have begun work on an update to the Housing Element of the General Plan to cover the period of 2023-2031, which is required by State Law. Staff are developing public outreach meetings and will host work sessions with the Planning Commission and City Council. A complete public draft is targeted to be ready in May 2022.</li> </ul>
<p><b>H. Prepare for wildfires</b>  <i>Ensuring Fremont’s readiness</i></p>	<ul style="list-style-type: none"> <li>▪ Support and seek opportunities to increase training in the Wildland Urban Interface (WUI) with CAL Fire and neighboring fire agencies.</li> </ul>

Priority Category and Councilmember Comments	Highlights of Work Underway and Planned for FY 2022-23
	<ul style="list-style-type: none"> <li>▪ Expand training and information regarding the use of the Zonehaven software application for evacuation and information.</li> <li>▪ Support local and statewide mutual aid efforts.</li> </ul>
<p><b>I. Environmental sustainability</b>  <i>Climate Action Plan</i>  <i>Other efforts</i></p>	<ul style="list-style-type: none"> <li>▪ Bring updated Climate Action Plan to Council for adoption. The updated plan will include a variety of measures to be implemented over time to reduce greenhouse gas emission from the community and municipal operations/</li> <li>▪ Continue working with East Bay Community Energy on potential procurement of new solar/battery storage at City facilities.</li> <li>▪ Pursue funding for electric vehicle charging infrastructure for the City fleet.</li> <li>▪ Develop estimates of scope and cost to fully electrify City facilities.</li> <li>▪ Continue to develop the Urban Forestry Management Plan.</li> </ul>
<p><b>J. General Plan update</b>  <i>Determine when this will take place and allocate in future budgets</i></p>	<ul style="list-style-type: none"> <li>▪ Current GP is projected to cover growth through 2030.</li> <li>▪ Continue to set aside funds for future update.</li> </ul>

**Table 3. Other Major Plans and Projects Underway Per Prior Council Direction.**

Item	Work Underway and Planned
<p><b>A. Afghan Refugee Support</b></p>	<p>Launched on August 18, 2021, the Afghan Refugee Help Fund has raised \$428,166 from more 1000 donors in 40 states. As of January 19, \$218,963 has been awarded to refugee resettlement organizations and local non-profits to meet the many needs of new arrivals, including short-term housing support, purchase of cell phones with plans, emotional support groups, legal fees, culturally appropriate food, household furnishings and capacity building for partner organizations.</p> <p>In March, the Human Services Department will publish a six- month status report, updating the public on the progress of the fund and encouraging continued support of the fund and newly arrived refugees.</p>
<p><b>B. Parks and Recreation Master Plan</b></p>	<p>The Parks and Recreation Master Plan, which will guide park development for the next 15 years, is proposed to go before City Council for adoption on March 15, 2022. Extensive community outreach and a statistically valid survey demonstrated that Fremont parks are a highly valued resource in this community, emphasized even more throughout the last two</p>



Item	Work Underway and Planned
	<p>years during the pandemic. As Fremont’s population grows, so increases the proportionate need for parks, their maintenance, and their equitable access.</p> <p>The Master Plan will include a parks maintenance management plan, planning for future programming, and planning for new parks and current park refurbishment. Additionally, the Master Plan includes financial planning, and has revealed that creative financing will be a cornerstone of the continued support for well-loved parks, services, community centers, and programs.</p>
<b>C. Fiber Master Plan</b>	<p>In early 2021, the City partnered with a broadband engineering and consultant to assist in the development of a Fiber Master Plan. How the City’s current assets and infrastructure can be used to create a city-wide fiber optic ring to better connect city assets and the Fremont community were identified through City departments interviews, a market assessment, and a community survey.</p> <p>The assessment was translated into a high-level network design for a robust municipal fiber network to connect all city facilities, support smart city initiatives, and provide critical infrastructure for innovative economic development.</p> <p>The project will require a significant installation of new fiber and equipment to complete the municipal ring, which is estimated to cost approximately \$11 million dollars. Staff are pursuing federal grant opportunities and evaluating the potential for public-private partnership agreements. It is anticipated the Fiber Master Plan will be presented to City Council in March 2022.</p>